



# Lean and **JGM** a Lunch and Learn Event

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# Once around the room

- Who you are & where from (Co)?
- What you want to get from today's session?
- What challenges do you or your organisation face?

# What is LEAN?

**One definition –  
delivering  
perfect value  
with  
no waste**

# Lean Principles

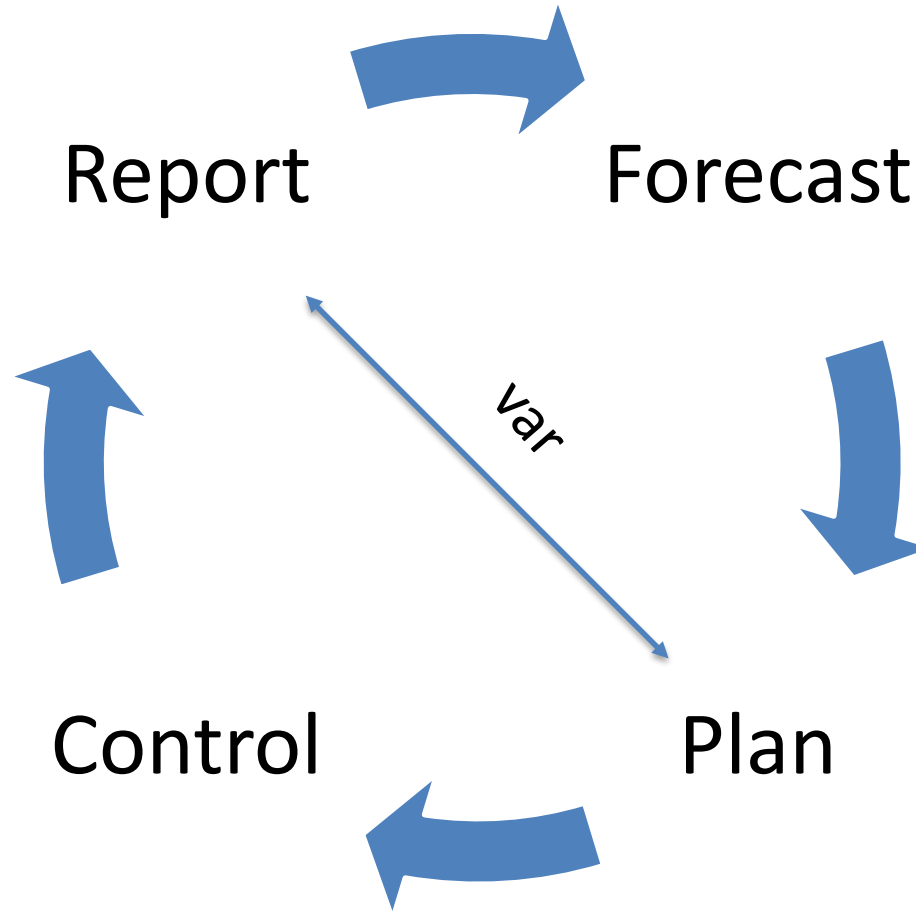
LEAN principles are:-

1. Understand what is important and valued by the customer
2. Understand the current process
3. Identify and remove unnecessary wastes from the process
4. Ensure the process is driven by customer demand
5. Continuously identify opportunities for further improvement

# Is LEAN Green?

- It's about managing your resources efficiently
- This implies
  - less waste (see all the wastes later)
  - Therefore, less inputs (resources)
  - Does what the customer values, avoiding other inputs.
- So, doing more with less!

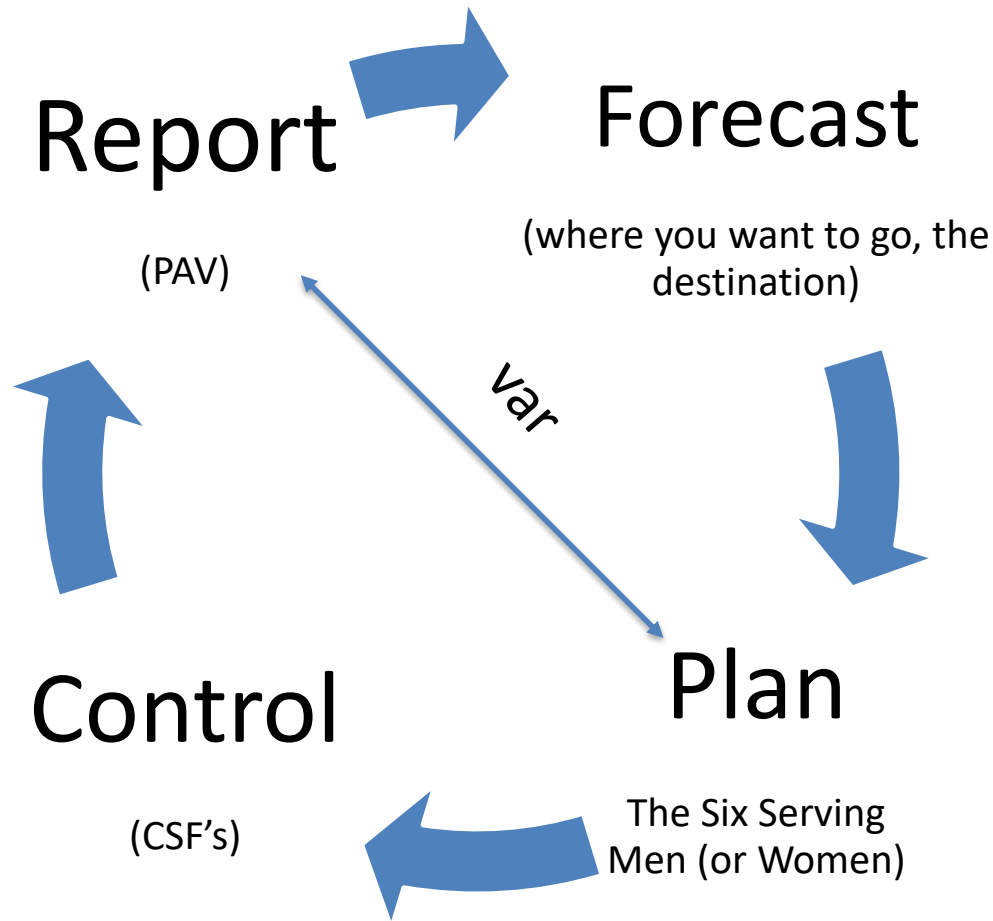
# A Simple System



# What to you measure & control?

- What's important to your customers & business
- Critical Success Factors (CSFs)
- Ensure MECE
  - Mutually Exclusive, Compressively Exhaustive
- Mix of Lagging & Leading indicators
- PAV – Why x 5 (RCA)

# A Simple System





# The Six Honest Serving Men

I KEEP six honest serving-men  
(They taught me all I knew);  
Their names are What and Why and  
When  
And How and Where and Who.  
I send them over land and sea,  
I send them east and west;  
But after they have worked for me,  
I give them all a rest.

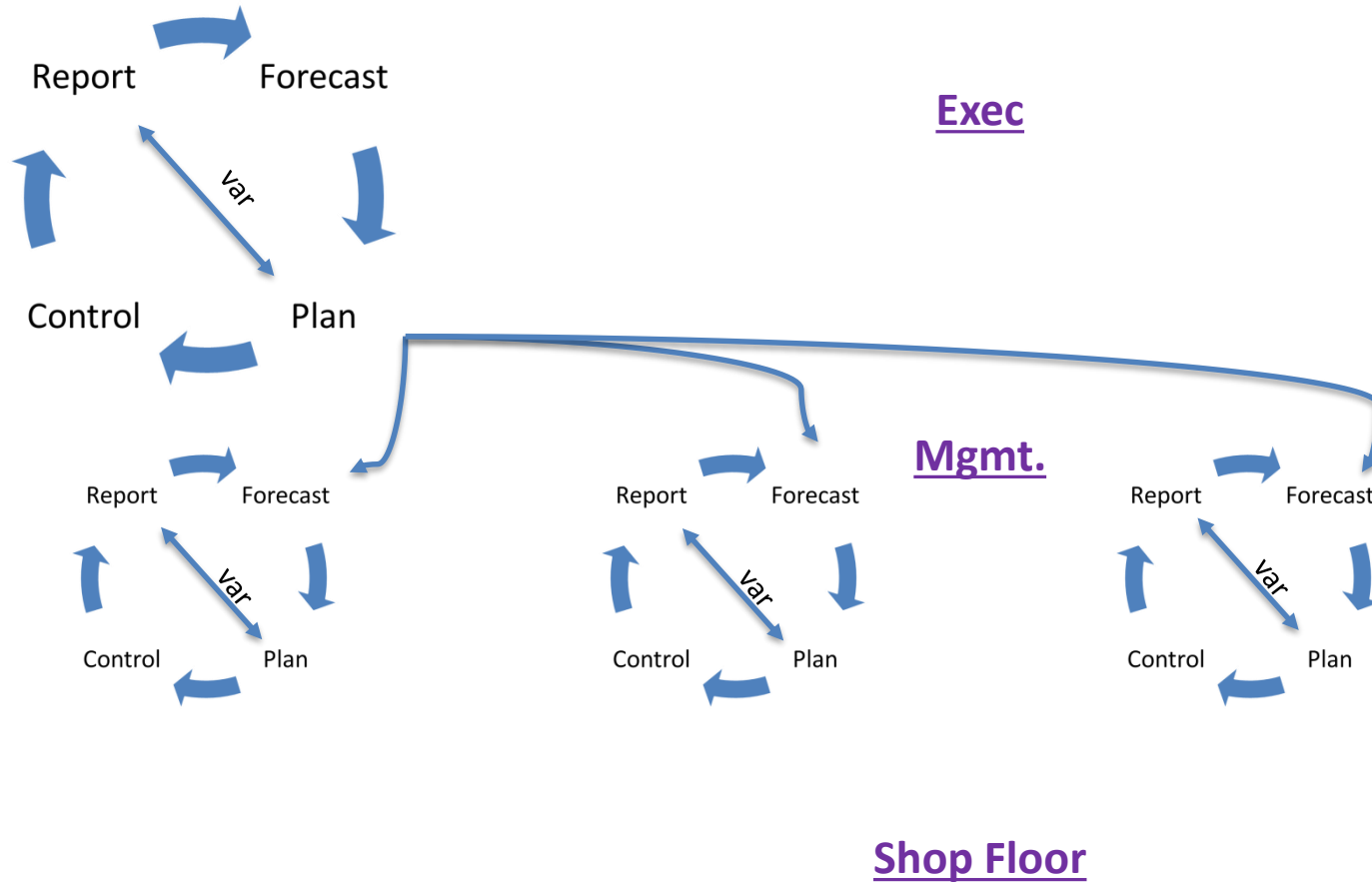
I let them rest from nine till five,  
For I am busy then,  
As well as breakfast, lunch, and tea,  
For they are hungry men.  
But different folk have different views;  
I know a person small—  
She keeps ten million serving-men,  
Who get no rest at all!

She sends'em abroad on her own affairs,  
From the second she opens her eyes—  
One million Hows, two million Wheres,  
And seven million Whys!

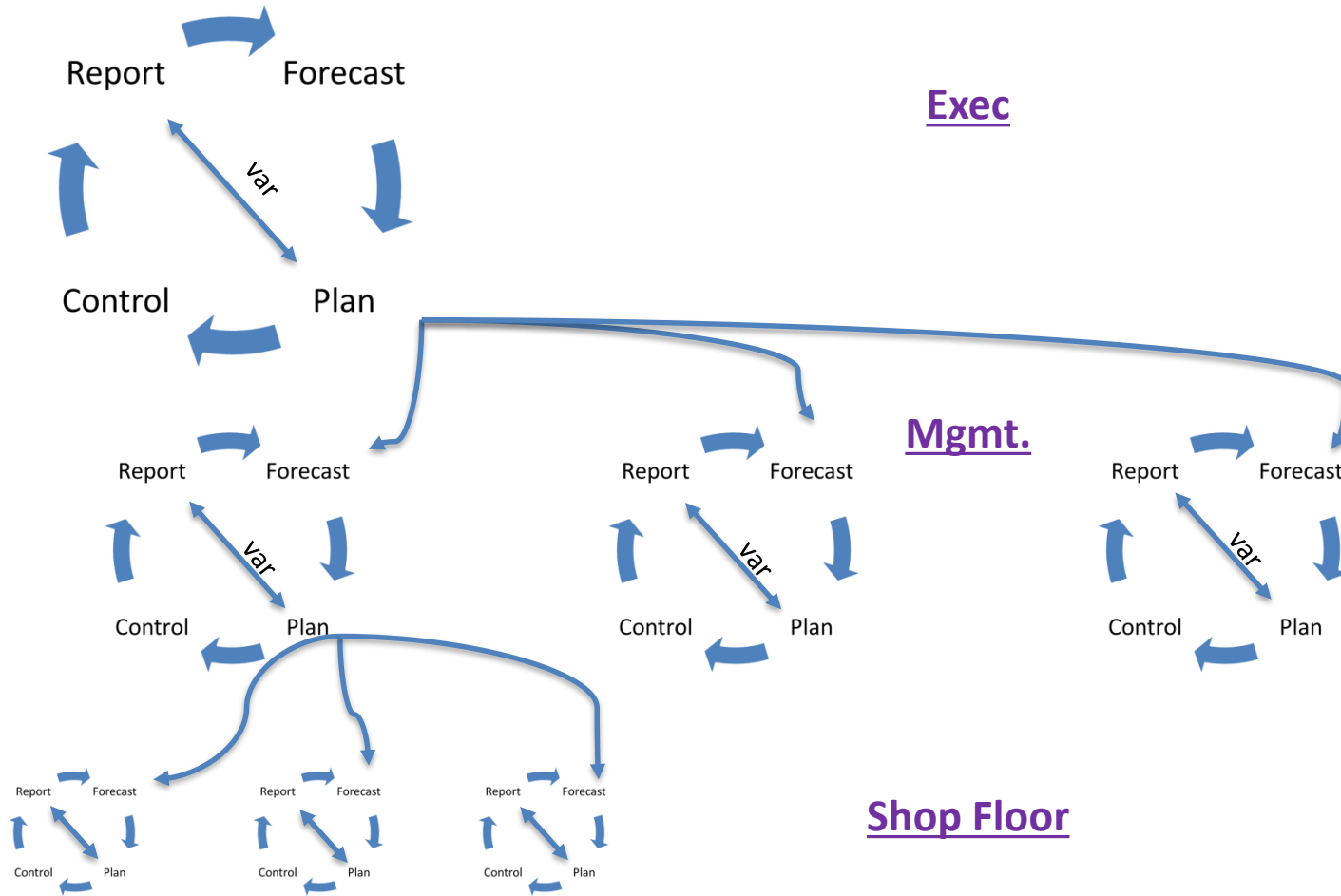
*The Elephant's Child*

Rudyard Kipling

# System Role Down

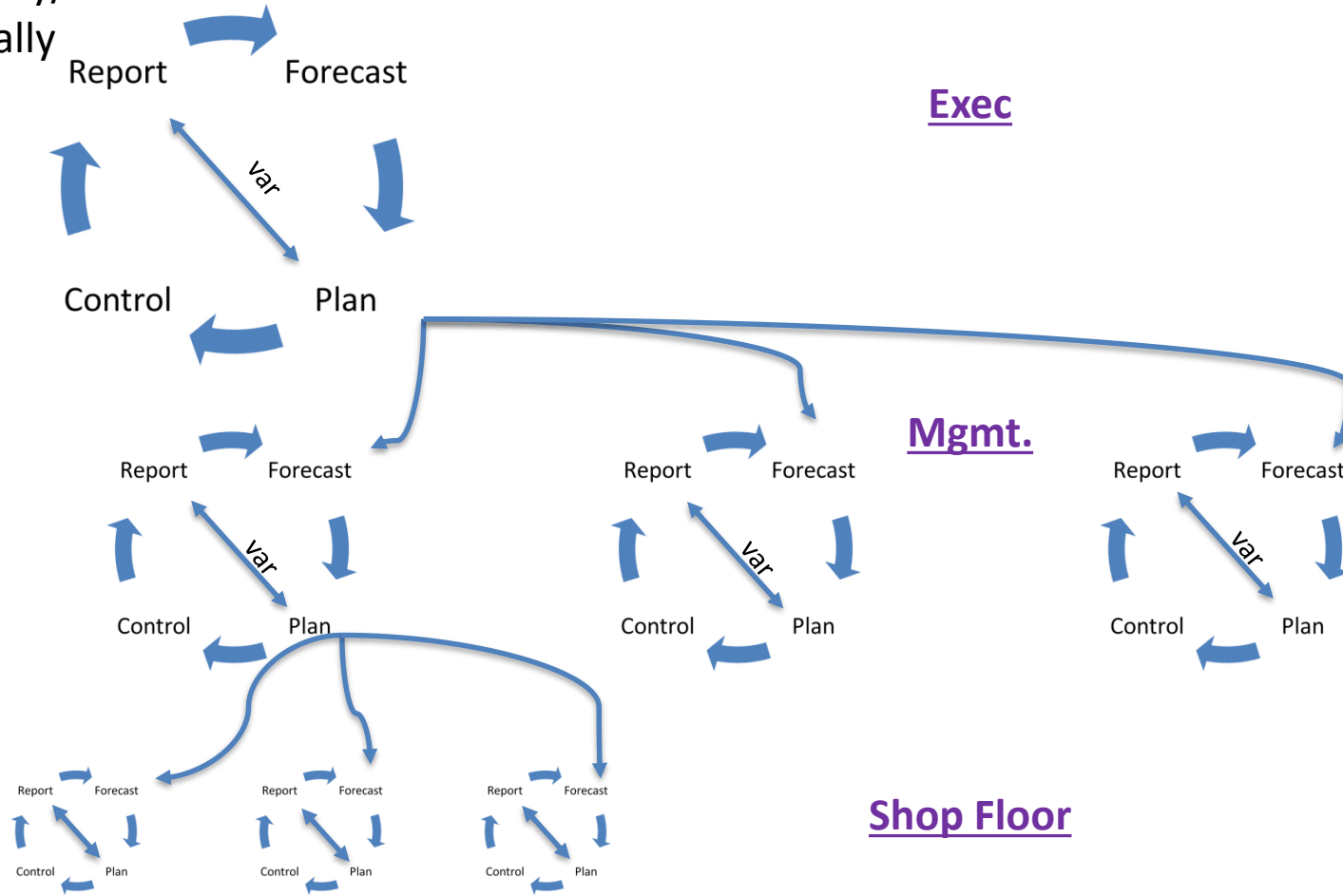


# System Role Down



# System Role Down

Monthly/  
Annually



Exec

Mgmt.

Shop Floor



Certainty +

Hourly/ Daily/ Weekly

Today's Topic

All  
Movement  
Is  
Waste

# Exercise

- I will be picking the best staff to run my business

# Wastes

Waste due to **variation**

Waste due to **overburdening or stressing** the people, equipment or system

:

**Transportation:** Is there unnecessary (non-value-added) movement of parts, materials, or information between processes?

**Waiting:** Are people or parts, systems or facilities idle — waiting for a work cycle to be completed?

**Overproduction:** Are you producing sooner, faster, or in greater quantities than the customer is demanding?

**Defects:** Does the process result in anything that the customer would deem unacceptable?

**Inventory:** Do you have any raw materials, work-in-progress (WIP), or finished goods that are not having value added to them?

**Movement:** How much do you move materials, people, equipment, and goods within a processing step?

**Extra Processing:** How much extra work is performed beyond the standard required by the customer?

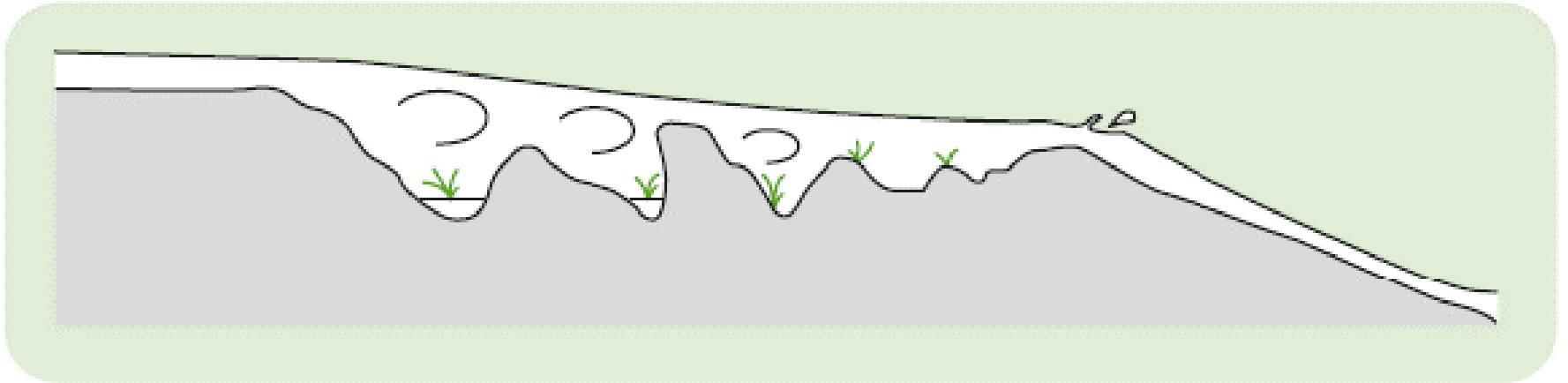


# Stories from the Front Line

- The Line Walk
- Scenario Training
- Allowing decisions to be taken where they have the greatest value

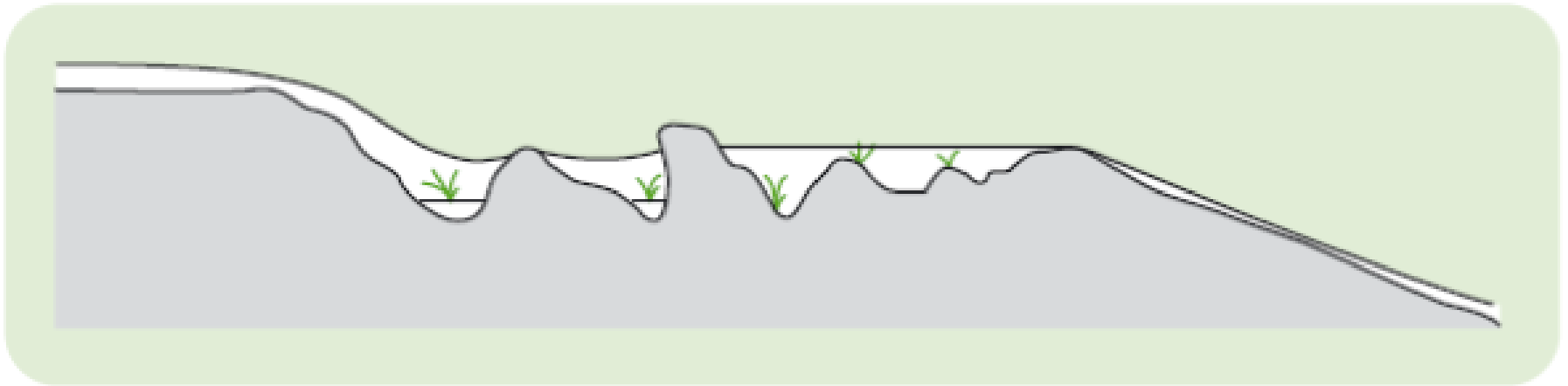
The key to all this is deliberate and honest engagement of your staff

# The water analogy 1



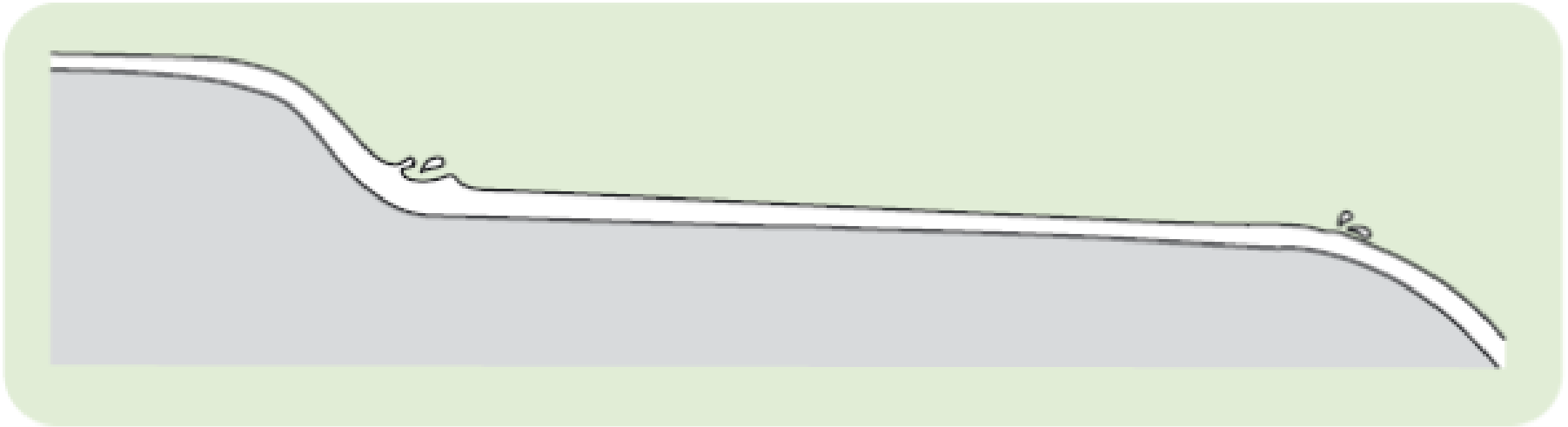
The water level in the stream hides obstructions to the flow

# The water analogy 2



A reduction in water level reveals the obstructions

# The water analogy 3



Clearing the obstructions reduces the volume of water in the stream and increases flow.

